

Promising Practices for Medicaid Managed Long-Term Services and Supports

January 29, 2013

Agenda

- Housekeeping/Introductions
- Benefits and Risks of Managed Long-Term Services and Supports (MLTSS)
- Promising Practices in MLTSS
- Questions/Comments

Medicaid Managed Long-Term Services and Supports: Putting Consumers First

ALICE DEMBNER
COMMUNITY CATALYST
PROJECT DIRECTOR

Community Catalyst

Community Catalyst is a national non-profit advocacy organization that works with national, state and local consumer organizations, policymakers and foundations to build consumer and community leadership to improve the health care system.

www.communitycatalyst.org

About Community Catalyst

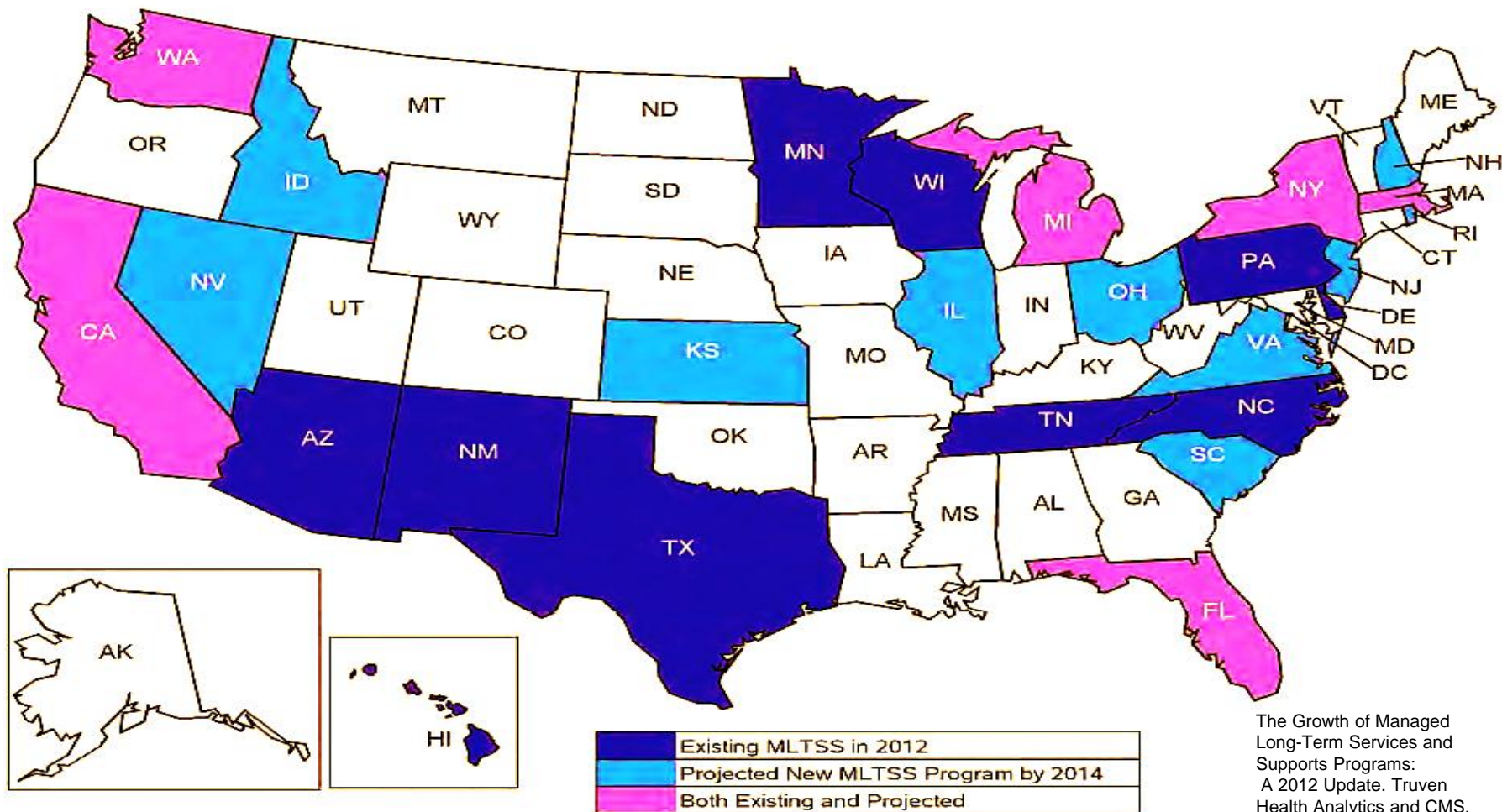
- Advocates for high-quality, affordable health care for all
- Focuses on collaboration
 - National partners, policymakers, funders
- Networks in 40+ states, connect states
- Issue campaigns
- New models of care

Today's Focus

- Growth of managed LTSS
- Benefits and risks
- Promising practices
- Avenues for consumer engagement

Take-away: Opportunity for better care,
control of costs, but collaboration &
oversight essential

Growth of Managed LTSS by 2014

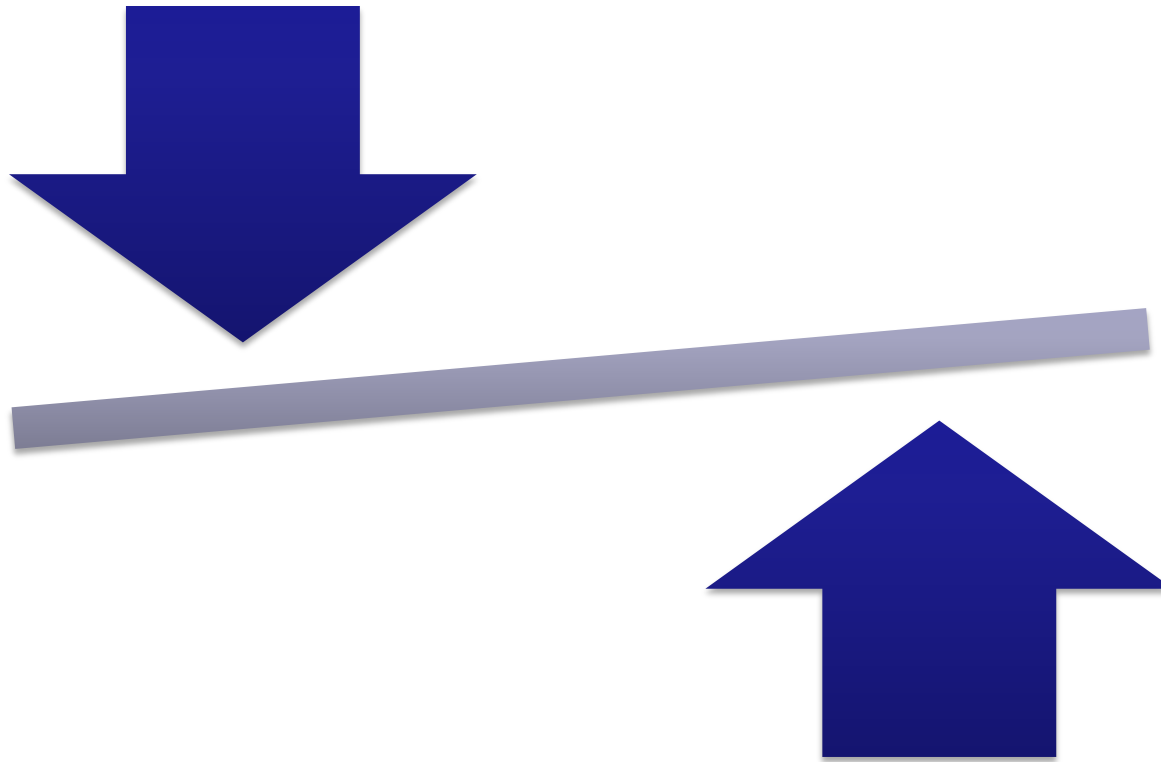


The Growth of Managed Long-Term Services and Supports Programs:
A 2012 Update. Truven Health Analytics and CMS.

Driving Factors

- Rising demand for LTSS
- Cost: LTSS = 1/3 of Medicaid spending
- Failures of fee-for-service
- Demand for community based care
- Federal incentives

Benefits and Risks



Benefits: Better Care, Control Costs

Expand access to services

- End wait lists: HI, WI
- Add services: DE

Rebalance

- TN, AZ

Improve quality and coordination

- Avoid hospitalization: MA
- Reduce fragmentation

Improve efficiency

- Stabilize costs
- Potentially save money: TX, WI

Benefits: Delores' story

Risks: Harm Consumers, Community Providers

Cut spending/services

- Savings before services: many states, Managed Care Organizations (MCOs)
- Growing wait lists, illness

Squeeze out community providers

- Interrupt care, lose talent

Medicalizing support services

- MCOs' stiff learning curve
- Control vs. consumer direction

Weak state oversight

- Short-staffed
- Many new initiatives

Promising Practices

Design

- Engage consumers
- Detailed planning
- Integration of LTSS
- Voluntary enrollment
- Broad range of LTSS
- Robust provider network, care continuity

Operations

- Promote home and community-based services (HCBS)
- Conflict-free assessment
- Care coordination
- Consumer-directed services

Monitoring

- Quality and performance measures
- Ombudsman
- Other consumer protections

Design



Consumer Engagement

50% consumers on oversight council

- MA duals demonstration

Focus groups, surveys, community meetings

- Many states

25% consumers on MCO boards

- WI Family Care requirement

Accessible, culturally, and linguistically competent

- Americans with Disabilities Act (ADA), Culturally and Linguistically Appropriate Services (CLAS) guidelines

Staffing and stipends

- Medicaid regs for advisory group

Detailed Planning

Two-year minimum,
per CMS

- TN CHOICES took 3 years

Extensive stakeholder
involvement

- HI Quest Expanded Access (QExA) advisory group

Person-centered focus

Build state LTSS
expertise

- Draw on state agencies

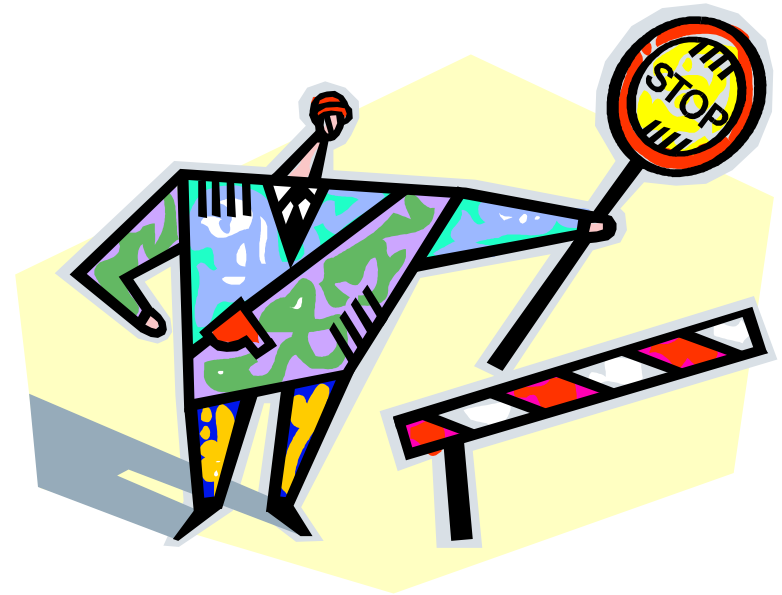
Assess MCO readiness

- Include LTSS experience, National Committee for Quality Assurance (NCQA) ratings

Set Medical Loss Ratio
(MLR) \geq 85%

- OH duals demo

Planning Transitions: Julio's story



Integration of LTSS

One managed
care system
for all care

- AZ, MA Senior Care Options (SCO), TN include acute, behavioral, LTSS
- Most duals demonstrations

Or LTSS plans
coordinate all

- WI Family Care,
- NY Managed Long Term Care (MLTC)

Voluntary Enrollment

Best: Fully voluntary

- MN Senior Health Options, WI Family Care

Next best:

Passive enrollment w/ opt out

- Growing use

Troubling:

Mandatory enrollment

- Growing use

Needed:

Robust consumer education via ADRCs, ILCs, AAAs, Recovery Learning Communities (RLCs)

Needed: 90 day choice before assignment

- CA duals

Broad Range of LTSS

- All LTSS in Medicaid state plans and all waiver services – AZ, HI, MA SCO, TN
- Other services as needed to keep people in the community
- Peer support and recovery services

Robust Provider Network

Full range of providers

- Many states

Protect community providers

- MA SCO, NY MLTC, TX Star-Plus

Monitor via mapping, secret shoppers

- AZ, TN, TX

Protect care continuity

- Give consumers year-long transition to network providers: CA and OH dual demos
- Plans allow non-network exceptions: MA duals

QUESTIONS SO FAR ?

Operations



Promoting HCBS

Hold plans responsible for full Nursing Facility (NF) stay

- AZ, HI, NM, TN, WI

Pay plans the same for NF or HCBS

- AZ, HI, NM, TN

Require plans to reduce waiting lists

- HI, WI (but reinstated)

Monitor for system-wide LTSS reduction

- CA duals

Conflict-Free Assessment

Contract with outside agency, not MCO

Standardized assessment

- NY, MN developing

Comprehensive assessment

- WA Comprehensive Assessment Reporting Evaluation (CARE)

Face-to-face within 30 days

- AZ assess and start services

Care Coordination

Independent care coordinators

- MA duals

Follow individualized care plan

- Most states

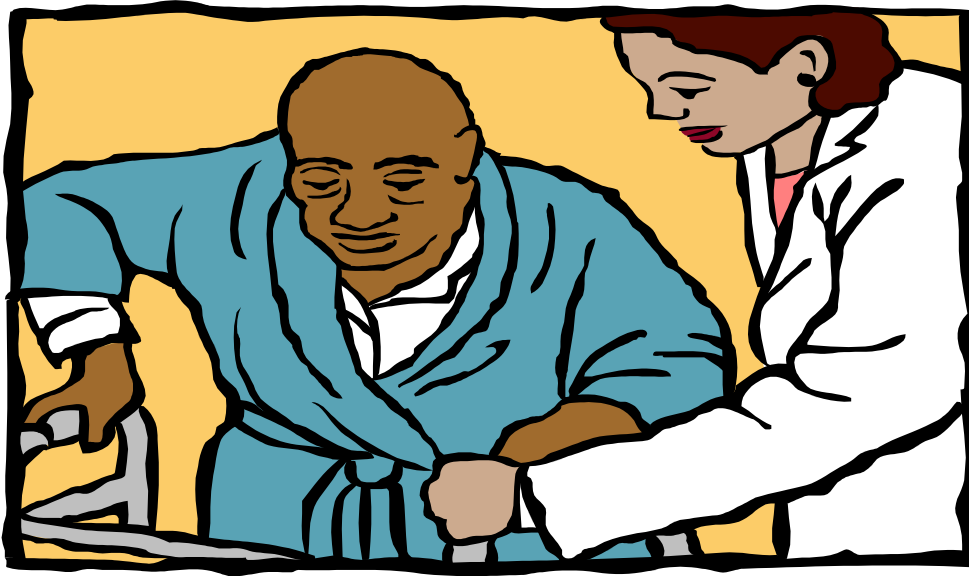
Ability to authorize any needed service

- TX

Visit consumers at home quarterly

- AZ, WI

Care Coordination: Joe's Story



Consumer Direction

Offer consumer-directed option

- 12 states

Pay family members as Personal Care Assistants

- AZ, HI, TN

Offer self-help training

- AZ, MA

Respite services for family members

Monitoring



Quality and Performance Measures

Robust measures
needed

- In development

Include quality of
life measures

- WI PEONIES (Personal Experience Outcomes iNtegrated Interview and Evaluation System)

Include measures
in contracts

- Most states

Tie payments to
quality

- AZ, TN, TX

Ombudsman

Fund independent ombudsman

- WI, HI, NY in development

Or Expand role of LTC ombudsman

- OH duals

Handle individual complaints

- Typical

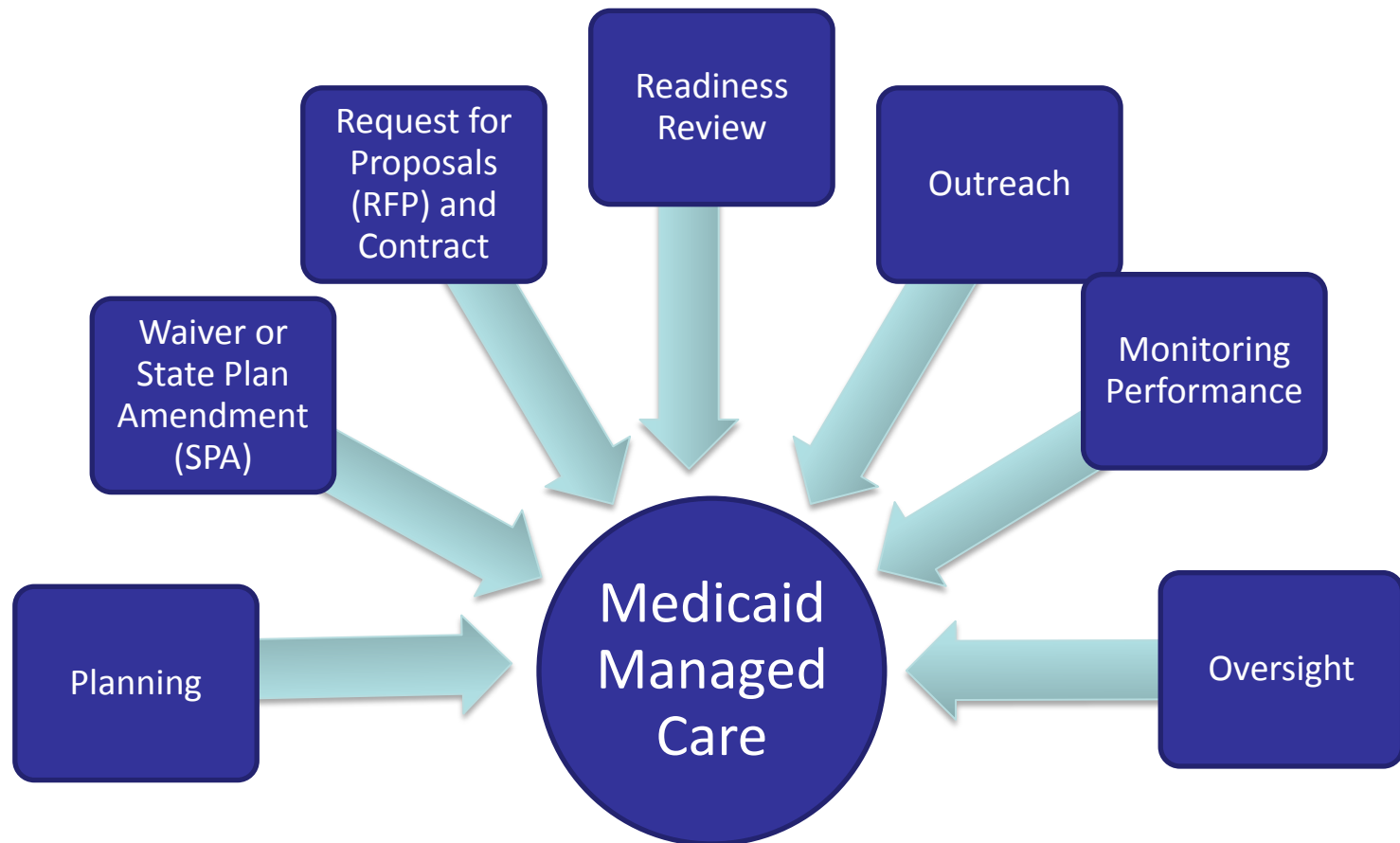
Identify systemic problems

- Typical

Other Consumer Protections

- Streamlined grievance and appeals
- Rigorous contract oversight
- Reduce care only with state approval
- Enforce compliance with ADA, parity
- Adhere to CLAS standards
- Transparency on contracts, outcomes, \$\$\$

Avenues for Consumer Engagement



In Sum: Proceed with Caution

- Opportunity for better care, control of costs
- For success, put consumers first
- Collaborate with consumers, stakeholders
- Vet design and MCOs
- Exercise strong oversight

QUESTIONS?

Alice Dembner, Project Director, Community Catalyst

ADEMBNER@communitycatalyst.org 617-275-2880

Resources: *MLTSS*

- Community Catalyst resources:
 - http://www.communitycatalyst.org/doc_store/publications/putting_consumers_first_LTSSmanagedcare.pdf (*Putting Consumers First: Promising Practices for Medicaid Managed Long-Term Services and Supports*)
 - http://www.communitycatalyst.org/doc_store/publications/avenues_for_consumer_engagement_ltss.pdf (*Avenues for Consumer Engagement to Shape Medicaid Managed Long-Term Services and Supports*)
 - http://www.communitycatalyst.org/doc_store/publications/Top_Ten_Duals_Projects_Guide_Advocates.pdf (*Dual Eligible Demonstration Projects: Top Ten Priorities for Consumer Advocates*)

Resources: *MLTSS*

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- <http://dualsdemoadvocacy.org/resources/ltss> (Toolkit: *Long-Term Services and Supports: Beneficiary Protections in a Managed Care Environment*)
 - <http://dualsdemoadvocacy.org/> (NSCLC resource website on dual eligible integrated care demonstrations)
 - http://www.nasuad.org/medicaid_reform_tracker1.html (NASUAD State Medicaid Reform Tracker)
 - http://www.aarp.org/content/dam/aarp/research/public_policy_institute/health/keeping-watch-building-state-capacity-to-oversee-medicaid-managed-ltss-AARP-ppi-health.pdf (AARP Public Policy Institute -- *Keeping Watch: Building State Capacity to Oversee Medicaid Managed Long-Term Services and Supports*)
 - <http://www.thescanfoundation.org/scan-foundations-conceptual-framework-integrated-care-dual-eligibles> (Health Affairs article on the SCAN Foundation's Conceptual Framework for Integrated Care for Dual Eligibles)
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Resources: *MLTSS*

- Kaiser Family Foundation resources:
 - <http://www.kff.org/medicaid/upload/8243.pdf> (Issue Brief: Examining Medicaid Managed Long-Term Service and Support Programs)
 - <http://www.kff.org/medicaid/upload/8278.pdf> (Issue Brief: People with Disabilities and Medicaid Managed Care)
 - <http://www.kff.org/medicaid/upload/8290.pdf> (Policy Brief: An Update on CMS's Capitated Financial Alignment Demonstration Model For Medicare-Medicaid Enrollees)
- http://www.chcs.org/info-url_nocat5108/info-url_nocat_list.htm?attrib_id=16308 (Center for Health Care Strategies MLTSS resources)

Resources: *MLTSS*

- CMS Medicare-Medicaid Coordination Office resources:
 - <http://www.cms.gov/Medicare-Medicaid-Coordination/Medicare-and-Medicaid-Coordination/Medicare-Medicaid-Coordination-Office/StateDemonstrationstoIntegrateCareforDualEligibleIndividuals.html> (State Demonstrations to Integrate Care for Dual Eligible Individuals)
 - <http://www.cms.gov/Medicare-Medicaid-Coordination/Medicare-and-Medicaid-Coordination/Medicare-Medicaid-Coordination-Office/FinancialModelstoSupportStatesEffortsinCareCoordination.html> (Financial Alignment Initiative)
- <http://www.integratedcareresourcecenter.net/> (CMS Integrated Care Resource Center)

Resources: *MLTSS*

- Other CMS resources:
 - <http://www.medicaid.gov/mltss/> (*Managed Long-Term Services and Supports: Resources for State Policy and Program Development*)
 - http://www.medicaid.gov/Medicaid-CHIP-Program-Information/By-Topics/Delivery-Systems/Downloads/MLTSSP_White_paper_combined.pdf (*The Growth of Managed Long-Term Services and Supports Program: A 2012 Update – with Truven Health Analytics*)

Resources: *Affordable Care Act*

- http://www.aoa.gov/Aging_Statistics/Health_care_reform.aspx (AoA's Health Reform web page – where webinar recordings, transcripts and slides are stored)
- <http://www.healthcare.gov/news/factsheets/2010/11/affordable-care-act-americans-disabilities.html> (Fact sheet on the Affordable Care Act for Americans with Disabilities)
- <http://www.healthcare.gov> (Department of Health and Human Services' health care reform web site)
- <http://www.thomas.gov/> (Affordable Care Act text and related information)
- <http://www.healthcare.gov/blog/2012/04/disability041812.html> (Disability, Disparities and the Health Care Law)

Questions/Comments/Stories/ Suggestions for Future Webinar Topics?

Send them to:

AffordableCareAct@aoa.hhs.gov